



Special Edition – “Managers Recruiting Guide”

THE TWISTER

SOUTH CENTRAL CIVILIAN PERSONNEL OPERATIONS CENTER
REDSTONE ARSENAL, HUNTSVILLE, ALABAMA

Managers Quick Reference Guide to Recruiting and Hiring

[What is this booklet?](#)
[Who does what now that HR regionalized?](#)
[What happens when I need to fill a vacancy?](#)
[What are my hiring options?](#)
[I know what I want to do and I have approval, but now I've been told the stopper is blocked. What are the Stopper List, PPP, RPL, and ICTAP?](#)
[Term & Temp – What's the difference?](#)
[Do I have any options in pay grades/steps?](#)
[Private industry offers a "signing bonus" as a recruiting tool. What can I do?](#)
[What is Delegated Examining \(DE\)?](#)
[What automated tools are available?](#)
[How do I promote into a vacancy?](#)
[What are the Merit System principles?](#)
[What are the prohibited practices?](#)
[Is there a checklist or something to help me?](#)
[Who do I call for help?](#)
[Useful Web Sites?](#)

What is this booklet?

This Quick Reference Guide is an easy-to-use summary of various options and steps for Managers to consider when filling jobs. It is not intended as a substitute for statutory, regulatory, or any local requirement or agreement, but simply a helpful tool to be used in meeting your staffing needs.

Success in the hiring process is a product of a cooperative exchange of information among three key players:

You - the Manager

Your Civilian Personnel Advisory Center (CPAC)

Your Civilian Personnel Operations Center (CPOC)

This guide is organized by clustering topics into tabs for quick reference. Each topic contains information, as well as references if you wish to learn more. We encourage you to use this guide as a starting point for consulting with your CPAC advisor who will provide additional support and coordination with the CPOC for filling your vacancies.

You can use Tab 16 to record the name, phone number and email of your Personnel advisor and other helpful contacts.

[Return to Top](#)

Who does what?

Manager

- Effectively manages human resources (HR) in the area of responsibility.
- Anticipates hiring needs.
- Communicates to CPAC advisor current and future job and staffing requirements.
- Identifies skills needs.
- Provides information to the CPOC team as necessary.
- Interviews candidates and makes selections.

Civilian Personnel Advisory Center

- The manager's primary link with the HR system.
- Provides advice and guidance to managers and employees on personnel issues.
- Works with the Civilian Personnel Operations Center to ensure that actions are processed efficiently and properly.
- The primary areas of responsibility for the CPAC include:
 - Indoctrinating new employees.
 - Determining downsizing strategies.
 - Conducting labor bargaining.
 - Managing leave programs.
 - Advising on delegated classification authority.
 - Providing Employee Management Relations assistance

Civilian Personnel Operations Center

- Provides support to managers and CPAC advisors.
- Performs centralized functions such as
 - Recruitment.
 - Classification.
 - Processing personnel actions.
 - Maintaining Official Personnel Folders (OPFs).
 - Employee development.

[Return to Top](#)

What happens when I need to fill a vacancy?

Vacancy Planning

Vacancy planning is anticipating and using all available flexibilities and strategies to maintain your workforce. The CPAC advisor can help you through this process by further explaining strategies and helping to find easier ways to accomplish them.

The CPOC will work with you and the CPAC to fill your vacancies.

Some of your vacancy planning responsibilities are:

- Determining a vacancy exists.
- Initiating the fill action.
- Defining and capturing the need.
 - Understanding the job, its functions, duties, responsibilities, and skill requirements.
- Ensuring there is an adequate Position Description.
- Considering issues that may impact hiring, such as:
 - Activity requirements.
 - Bargaining unit agreements.
 - Funding.
 - Hiring considerations.
 - Internal or external selection.
 - Developmental or journey level.
 - Duration of work (temporary or permanent). Affirmative action goals.
 - Work schedule (full-time, part-time, seasonal, intermittent).

- Mandatory placement programs (PPP, RPL, and ICTAP) (see Tab 6).
- Area of consideration for advertising (Availability of applicants.)

Making the Selection

When selecting someone for a vacancy, the manager's task is to select the best individual for the job from among eligible candidates.

Remember to:

- Compare all candidates on the same criteria.
- Consider awards, training, and education.
- Make your decision based upon job requirements.
- When available, use information such as:
 - The candidate's application.
 - Previous supervisor's recommendations.
 - Performance Evaluations.
 - Candidate interviews (optional).

The Post-Selection Process

After a tentative selection is made by the manager, CPOC will validate the qualifications of the selectee and will coordinate the in-processing actions with the CPAC.

The pre-employment actions necessary to bring the new employee on-board may include:

- Making an official job offer.
- Providing the selectee with appropriate pre-processing forms.
- Scheduling pre-employment physical exams.
- Providing security offices with pre-employment security documents.
- Contacting Personal Reliability Program and Drug Program coordinators, if applicable.
- Arranging for entry onto the various facilities.
- Pre-employment processing.

As a manager, it's up to you to plan enough lead-time to allow all phases of the process to occur before the vacancy adversely impacts your operations.

[Return to Top](#)

What are my hiring options?

The following list provides a brief description of internal and external hiring options. Contact your CPAC advisor for more information on these options.

Internal Candidates (current federal employees):

- Detail. Temporary assignment to a position, at the same, lower, or higher grade. No change in pay.
- Reassignment – Temporary or permanent. An assignment to a position at the same grade.
- Change to Lower Grade. An assignment to a position at a lower grade.
- Transfer. Movement from one agency to another. May or may not involve a grade change.
- Promotion. Temporary, term, or permanent. Some temporary promotions may be made without competition among applicants.
- Career Ladder. Restructured positions that are filled in a manner to allow an employee to develop, through training, into the journey level.
- Management Identification of Candidates. Some positions may be filled competitively without formal vacancy announcements, if allowed by the local labor agreement. Management officials may select a candidate for promotion without formal competition when the area of consideration is small enough that all potential applicants are known to the selecting official. If this method used, the selecting official must evaluate each candidate equitably. Officials should identify on the Request for Personnel Action (RPA) that this option was used and provide a copy of the evaluation documents. Documentation must include a list of all qualified candidates considered, the evaluation criteria upon which the candidates were

evaluated and a brief justification of why the candidate was best qualified.

External Candidates (the general public or a former federal employee):

- Reinstatement eligibles. Former federal employees who may be hired based on a previous permanent appointment.
- Delegated Examining Authority. Authority delegated to the CPOC to issue an announcement open to the general public,
- OPM Registers. Vacancy announcements issued by OPM that are open to the general public (OPM charges a fee for this service and the hiring activity provides the funding).
- Temporary Appointment Authority. Appointments made to fill short-term position not expected to last more than one year. The appointment may be extended for a second year.
- Term Appointment. An appointment for up to four years.
- Former Overseas Employees. Appointments that can be made to eligible employees returning to CONUS.
- Veterans Readjustment Appointment (VRA). An authority to hire Vietnam era and certain post-Vietnam era veterans.
- Veteran's Employment Opportunity Act (VEOA). An authority to appoint an eligible veteran who may not otherwise be eligible for other appointments.
- Disabled Veterans. Veterans who have a current notice of a service connected compensable disability of 30% or more from the VA.
- Severely Physically Handicapped and Mentally Retarded. Facilitates the hiring of individuals who are severely physically handicapped or mentally retarded.
- Student Educational Employment Program. Student program where the student attends school and works when not in school. May be temporary (STEP) or permanent (SCEP).
- Interchange Agreements. Allows certain employees of one system to move to another (e.g., DOD Non-appropriated Fund to Appropriated Fund).
- Worker Trainee Program. Allows individuals (GS-1, WG-1 or 2) an opportunity to learn skills and good work habits. Initially temporary but may be made permanent after 3 years.
- Federal Career Intern Program (FCIP). An appointment process that provides for the intake of applicants in various professional and technical occupations. Appointments can be made at any grade level under an Intern Training Plan.

[Return to Top](#)

I know what I want to do and I have approval, but now I've been told the stopper is blocked.

What is the Stopper List, PPP, RPL, and ICTAP?

These programs minimize the adverse effects on employees, who, through no fault of their own, are affected by management initiated actions. Mandatory placement program requirements must to be followed when the vacancy to be filled is subject to them. The CPAC can provide more information, advice, and guidance regarding these programs.

- Priority Placement Program (Stopper List or PPP): This is a Department of Defense placement program for employees adversely impacted by actions such as RIF, base closures, contracting out, and transfer of function. When a vacancy occurs, well-qualified personnel, who have pre-registered in the program, may be referred to fill the vacancy. PPP registrants must be considered before certain outside job applicants.
- The PPP is also used to place overseas returnees, employees on retained grade, and spouses of active duty military members.
- Reemployment Priority List (RPL): This is a statutory program that requires agencies to give reemployment consideration to former competitive service

employees of the agency separated by RIF or who have fully recovered from a compensable injury after more than 1 year. RPL registrants must be considered before certain outside job applicants.

- Interagency Career Transition Assistance Plan (ICTAP): This is a government-wide placement program requiring activities to give placement consideration to well-qualified displaced employees (e.g., impacted by RIF) from other Federal agencies who apply for vacancies the agency is filling from outside its current workforce.

[Return to Top](#)

Term & Temp - What is the difference?

Term Employment. An individual may be hired to perform work that is expected to last for more than one year, but no longer than 4 years.

- Usually for work of a project nature.
- Release of an employee before the term appointment ends requires a RIF action.

Temporary Actions. May be used to hire individuals (temporary appointment) or to temporarily place current permanent federal employees into a different position.

- Temporary appointments (hires) - Limited to 2 years. The initial appointment must be no longer than 1 year, but it may be extended to 2 years.
- Other types of temporary actions involve current permanent federal employees and can be used to quickly fill a vacancy while awaiting a permanent action. Common actions include:
 - Temporary Promotion (to a higher grade)
 - Limited to 5 years.
 - May not require competition among applicants if less than 120 days.
 - May be an exception to PPP.
 - Temporary Reassignment (to the same grade)
 - Does not require competition among applicants.
 - Detail (to the same, lower, or higher grade)
 - Does not require competition among applicants.

[Return to Top](#)

Do I have any options in pay grades/steps?

The following options may be appropriate depending upon the specific situation:

- Placement at step one of the position grade is the most typical pay setting option.
- Highest Previous Rate: Allows the employee pay to be set above step one because of a previous higher grade held.
- Retained Grade or Pay: Allows the employee being placed into a lower grade to retain the higher grade or pay that they previously had.
- **Note**: In some situations pay will be set based upon statutory requirements and the above options will not be available.

The CPAC advisor will help you determine which option is best suited for your situation.

See Tab 9 for Pay Flexibilities.

[Return to Top](#)

Private industry offers a "signing bonus" as a recruiting tool, what can I do?

Pay flexibilities allow employers to add incentives to the regular pay package in certain situations where they are having trouble hiring (recruitment) or keeping qualified workers (retention). Each of these options have specific requirements and procedures that need to be followed. Your HRO advisor will help you determine which are appropriate for your situation and what the requirements are.

Recruitment Flexibilities

- Recruitment Bonus: A one-time payment to entice a candidate to accept an agency's offer of employment. This may be used for positions that are hard to fill, where the candidate is high quality and not a current Federal employee.
- Superior Qualifications Appointment: Setting a new employee's pay higher than the minimum rate because of his/her superior qualifications or because the employee meets a special need of the agency. The possibility of using a recruitment bonus must be considered before using this appointment.
- Travel and Transportation Expenses: Payment for a candidate's travel expenses to a pre-employment interview, or payment of travel and transportation expenses for a new employee's move to his/her first Federal position.
- Relocation Bonus: A one-time payment to entice a current Federal employee to accept a position in a different commuting area. This cannot be used with the Travel and Transportation Expenses mentioned above.
- Advance in Pay: A payment of no more than two paychecks, advanced so that a new employee can meet living and other expenses.
- Special Salary Rate: A pay rate that is set higher than the minimum for all employees in a particular occupation, grade, agency, or geographic location because of existing or likely problems in the recruitment/retention of well-qualified personnel. Special salary rates require OPM approval.
- Student Loan Pay Back: An approved OPM process that provides the capability to repay a student loan. Limited to a certain dollar amount each year.

Retention Flexibilities

- Retention Allowance: An ongoing payment to entice a current employee to stay in Federal employment.
- Incentive Awards: Monetary and non-monetary awards given to Federal employees based on job performance.
- Supervisory Differential: An ongoing payment to a GS supervisor who would otherwise make less than non-GS employees he or she supervises.
- Academic Degree Training: Payment for an employee's training leading to an academic degree, in order to keep or place an employee in an occupation for which qualified workers are in short supply.

Please see: www.opm.gov/oca/index.htm for more info.

[Return to Top](#)

What is Delegated Examining Authority (DEA)?

If you are interested hiring off the street, then Delegated Examining (DE) is an option. This hiring authority allows you to fill vacancies where the source of applicants are non-federal or not appointable under any other method. General guidelines are:

- Area of consideration may not be restricted - open to "any U.S. citizen".
- Current permanent employees and others with "status" who apply are rated and considered the same as any other U.S. citizen.
- An announcement is required for DE positions
- Must be advertised, at a minimum, through OPM's USAJOBS website.

- The minimum public notice period can be 5 or 10 business days. For announcements instructing that applications must be postmarked by the closing date, the minimum open period is five business days. For announcements instructing that applications must be received by the closing date, the minimum open period is ten business days. Let us know what else we can provide.
- Mandatory Placement Programs always apply since selection will be from any U.S. citizen.
- Veterans preference applies. Veterans eligible for preference have 5 or 10 points added to their eligible rating. Disabled (10 point) veterans who qualify automatically go to the top of the certificate for most jobs regardless of their score.
- Selection must be made from among the top 3 eligibles on the certificate. Veterans cannot be passed over to select equal or lower rated non-veterans.

[Return to Top](#)

What automated tools are available?

Army, like many other federal agencies, continues to improve efficiency by automating processes. Here are three of the latest tools being implemented in the HR community.

Creating an Electronic SF-52 (PPI/Modern):

The Personnel Process Improvement (PPI) suite features an electronic SF 52 that enables managers to electronically request personnel actions and transmit the information to the HRO.

The PPIs were developed as an interim information technology support system for DOD HRM. The PPIs have been replaced by more powerful and flexible database driven software applications, referred to collectively within the DOD HRM community as "the modern system." The modern system is intended to provide processing, reporting, and information access capabilities for managers and HRM staffs that are more flexible than the PPIs. The modern system has replaced both the PPIs and the Defense Civilian Personnel Data System (DCPDS), with action processing, reporting, and management information functions that are consistent across all DOD Components.

Electronic Resume Processing (STAIRS/Resumix):

DOD's Standard Automated Inventory and Referral System (STAIRS) is an automated system that uses a patented computer programming system to read resumes and extract applicant skills. Army is implementing this process worldwide, subject to local negotiations. Applicants simply prepare a resume that can be used to apply for one or many vacancies. The CPOC uses the automated process as a tool in the evaluation, rating, and referral of candidates for consideration. You should consult with your servicing CPAC for more information.

Electronic Resume Builder

The Army has developed an online resume builder as part of the Civilian Personnel OnLine (CPOL) Job Vacancy Announcement process. This allows a candidate to create and submit a resume online for the vacancy they are applying against. The resume is submitted electronically to the CPOC advertising the vacancy and is received into the resume inbox for processing. Candidates are provided an electronic notice outlining

acceptance of the resume for processing.

[Return to Top](#)

How do I promote into a vacancy?

There are several options for promoting an employee. Promotions may be temporary, term, or permanent. Some options require competition among other individuals and some options do not.

Promotions that may not require competition include:

- Promotions that result from new classification standards or correction of a classification error.
- Promotions because of additional duties and responsibilities. This type of promotion requires a classification action first and must meet all of the following:
 - The major duties of the employee's old position are absorbed in the new position and the old position is cancelled.
 - The new position has no known promotion potential.
 - The additional duties do not adversely affect another encumbered position.
 - The individual promoted meets all legal and regulatory requirements for promotion (e.g., has the specialized experience required and meets time-in-grade).
- Promotions from developmental grades through journey level when the individual competed for an assignment intended to be developmental in nature (e.g., career ladder promotions, GS-5 to GS-7 to GS-9 to the full performance level).
- Temporary promotions to a higher grade, or to a position with more promotion potential for 120 days or less (see Tab 7).
- Placement into any position where the grade or promotion potential is no higher than that the employee has previously held permanently.

There are other types of promotions that may not require competition. However, if the action you want to take is not included in the above list, chances are that it will require competition among applicants. You should consult with your CPAC advisor regarding any specific situations.

[Return to Top](#)

What are the Merit System principles?

- Recruit qualified individuals from appropriate sources representing all segments of society; select and advance individuals solely on the basis of relative ability, knowledge and skills, after fair and open competition that assures equal opportunity.
- Treat all employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, marital status, age or handicapping condition.
- Provide equal pay for work of equal value, with appropriate consideration for national and local rates; provide appropriate incentives and recognition for excellence in performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Use the Federal work force efficiently and effectively.
- Retain employees on the basis of the adequacy of their performance; correct inadequate performance; and separate those who cannot or will not improve their performance to meet required standards.
- Provide effective education and training to employees when it will result in better organizational and individual performance.

- Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes; and prohibit employees from using their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for election.
- Protect employees against reprisal for the lawful disclosure of information which the employee believes evidences a violation of any law, rule, or regulation; or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to the public health and safety.

[Return to Top](#)

What are the prohibited practices?

There are 12 prohibited personnel practices you should be aware of. A personnel action (such as an appointment, promotion, reassignment, or suspension) may need to be involved for a prohibited personnel practice to occur. Generally stated, a federal employee authorized to take, direct others to take, recommend or approve any personnel action may not:

- Discriminate against an employee or applicant based on race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
- Solicit or consider employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics.
- Coerce the political activity of any person.
- Deceive or willfully obstruct anyone from competing for employment.
- Influence anyone to withdraw from competition for any position so as to improve or injure the employment prospects of any other person
- Give an unauthorized preference or advantage to anyone so as to improve or injure the employment prospects of any particular employee or applicant.
- Engage in nepotism (i.e., hire, promote, or advocate the hiring or promotion of relatives).
- Engage in reprisal for whistleblowing; i.e. take, fail to take, or threaten to take or fail to take a personnel action against an employee or applicant for disclosing to the Special Counsel, or to an Inspector General or comparable agency official (or others, except when disclosure is barred by law, or by Executive Order to avoid harm to the national defense or foreign affairs), information which the employee or applicant reasonably believes evidences a violation of any law, rule or regulation; gross mismanagement; a gross waste of funds; an abuse of authority; or a substantial and specific danger to public health or safety).
- Take, fail to take, or threaten to take or fail to take a personnel action against an employee or applicant for exercising an appeal, complaint, or grievance right; testifying for or assisting another in exercising such a right; cooperating with or disclosing information to the Special Counsel or to an Inspector General; or refusing to obey an order that would require the individual to violate a law.
- Discriminate based on personal conduct that is not adverse to the on-the-job performance of an employee, applicant, or others.
- Take or fail to take, recommend, or approve a personnel action if taking or failing to take such an action would violate a veterans' preference requirement.
- Take or fail to take a personnel action, if taking or failing to take action would violate any law, rule or regulation implementing or directly concerning merit system principles at 5 U.S.C. § 2301.

[Return to Top](#)

Is there a checklist or something to help me?

The following checklist summarizes the information provided in this guide and is included for your reference.

- _____ Does a vacancy exist?
- _____ Is the PD accurate?
- _____ Is the need temporary or permanent?
- _____ Does it need to be a full-time position?
- _____ Are the applicant sources internal?
- _____ Do applicants exist within the organization?

- _____ Do I have qualified employees who can be placed into the vacancy (on a temporary or permanent basis) without competition?
- _____ Are the applicant sources external to the federal government?
- _____ Are there resources that will assist in the job search (professional/technical associations, web-sites, schools, etc.)?
- _____ Does funding exist?
- _____ Is it covered by an activity instruction?
- _____ Is it covered by a bargaining unit agreement?
- _____ Should it be filled at the journey level or could it be structured as a training opportunity?
- _____ Have Affirmative Action principles been considered?
- _____ Is it subject to a mandatory placement program?
- _____ Do I need to consider pay setting options or flexibilities?
- _____ Will interviews be a part of the selection process?
- _____ Have I initiated the request to fill the vacancy?
- _____ Has the CPOC received my request?
- _____ Have I talked to my CPAC advisor about my recruitment needs?
- _____ Do my intended actions incorporate Merit Principles?
- _____ Does my intended action avoid prohibited personnel actions?

[Return to Top](#)

Who do I call for help?

CPAC Advisor:	
Phone:	
E-mail:	
CPAC Advisor:	
Phone:	
E-mail:	
CPOC Rep:	
Phone:	
E-mail:	
CPOC Rep:	
Phone:	
E-mail:	
Union Rep:	
Phone:	
E-mail:	

[Return to Top](#)

Useful Web Sites?

Department of the Army Civilian Personnel OnLine

<http://www.cpol.army.mil>

CPAC Pages

Listed under individual CPOC Homepages

Defense Civilian Personnel Management Service

<http://www.cpms.osd.mil>

OPM

<http://www.opm.gov>

OPM Job Listing

<http://www.usajobs.opm.gov>

Pay Tables FWS:

http://www.cpms.osd.mil/wage/scheds/pay_info.htm

GS:

<http://www.opm.gov/oca/payrates/index.htm>

Office of Special Council

<http://www.osc.gov>

[Return to Top](#)

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